“An estimated 68% of corporate IT projects are neither on time nor budget, and they don’t deliver the originally stated business goals. Some even claim that during the last two years, $100 billion to $150 billion of U.S. IT projects have failed altogether.”

Typical questions when you starting the project

- How to best use selected solution capabilities?
- How do we have internal capabilities and capacity to staff the project?
- How and where do we start?
- Who does what in this project?
- How to manage project and business risks involved?
- How expensive will this project be? How do we keep the costs low?
- How to build internal expertise?
- How do we assure success?
Industry Best Practices to mitigate project failure risk

TOP 10 MOST UTILIZED PRACTICES in IT projects

1. Regularly use project management methodologies: 96%
2. Conduct regular strategic planning meetings to achieve alignment: 93%
3. Conduct internal customer satisfaction surveys: 86%
4. Create and use performance metrics: 81%
5. Regularly use portfolio management or other project prioritization methodology: 80%
6. Perform financial audits: 79%
7. Use leadership development programs: 79%
8. Make the CIO a member of the corporate board or executive committee: 76%
9. Employ internal relationship managers/account executives to work with the business: 75%
10. Conduct post-implementation audits: 74%

(Percentages refer to number of respondents using this practice.)

Source: Richard Pastore and Lorraine Cosgrove Ware: The Best Practices, CIO Magazine May 2004
AcceleratedSAP methodology is proven, repeatable and successful approach to implement SAP solutions across industries and customer environments.

AcceleratedSAP provides content, tools and expertise from thousands of successful implementations.

More info

http://service.sap.com/asap
Project Management expertise
Management of the implementation project
Aligned with industry standards and procedures (PMI PMBOK®)
Specific to implementation of SAP solutions

AcceleratedSAP toolset

- **SAP Solution Composer**
  - Aligns customer’s business requirements to SAP solutions

- **SAP Roadmaps**
  - Offers AcceleratedSAP roadmap composed to fit specific project needs

- **SAP Solution Manager**
  - Facilitates efficient solution design, documentation, configuration, testing and operations
Key components for success

AcceleratedSAP - proven methodology

**AcceleratedSAP methodology**

- Provides proven, comprehensive, repeatable and rich implementation methodology to streamline projects
- PMI aligned framework with templates and tools for performing effective project management

<table>
<thead>
<tr>
<th>New Toolset</th>
<th>ValueSAP Toolset</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SAP Solution Composer</strong></td>
<td><strong>SAP Solution Map Composer</strong></td>
</tr>
<tr>
<td>- Aligns customer’s business requirements to SAP solutions</td>
<td>Evolved to</td>
</tr>
<tr>
<td><strong>SAP Roadmaps</strong></td>
<td><strong>Implementation Assistant</strong></td>
</tr>
<tr>
<td>- Delivered offline in SAP Service Marketplace and in SAP Solution Manager</td>
<td>Evolved to</td>
</tr>
<tr>
<td><strong>SAP Solution Manager</strong></td>
<td><strong>Q&amp;Adb, BPML, Diagram Explorer</strong></td>
</tr>
<tr>
<td>- Facilitates efficient solution design, configuration, testing and operation</td>
<td>Replaced by</td>
</tr>
</tbody>
</table>
Achieve your implementation goals through leveraging SAP experts, services, methodology, content and tools.
**Content: AcceleratedSAP Roadmaps**
Guidance and navigation for your implementation team

**Definition**
ASAP roadmaps outline the activities involved in implementing, upgrading, or enhancing SAP solutions enriched with a set of deliverables, accelerators, role descriptions, and additional guides.

**Usage**
Provide content (work packages, activities, tasks, deliverables, accelerators) that can be used during the entire project lifecycle.

**Target Group**
Customers, Partners, SAP Consulting

**Availability**
The roadmaps are made available through: SAP Solution Manager and SAP Service Marketplace

**Benefits**
- Transparent, proven approach helping the project team to really work as a team and to reduce implementation time, costs, and risks
- Achieve better results since you base your project on the experiences others made before. Both hard facts as well as soft skills are addressed
- Knowledge management - use the Implementation Roadmap for SAP solutions to gather knowledge on how to organize and run your implementation projects

**More info**
http://service.sap.com/roadmaps

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THE BEST-RUN BUSINESSES RUN SAP
Phase 1: Project Preparation
During this phase the team goes through initial planning and preparation for SAP project.

Phase 2: Business Blueprint
The purpose of this phase is to achieve a common understanding of how the company intends to run SAP to support their business. The result is the Business Blueprint, a detailed documentation of the results gathered during requirements workshops.

Phase 3: Realization
The purpose of this phase is to implement all the business process requirements based on the Business Blueprint. The system configuration methodology is provided in two work packages: Baseline (major scope); and Final configuration (remaining scope).

Phase 4: Final Preparation
The purpose of this phase is to complete the final preparation (including testing, end user training, system management and cutover activities) to finalize your readiness to go live. The Final Preparation phase also serves to resolve all critical open issues. On successful completion of this phase, you are ready to run your business in your live SAP System.

Phase 5: Go Live & Support
The purpose of this phase is to move from a project-oriented, pre-production environment to live production operation.
### SAP Standard Roadmaps (1/2)

<table>
<thead>
<tr>
<th>Roadmap Type</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementation</td>
<td>Implementation Roadmap for SAP Solutions provides the methodological framework for the project team to leverage in the implementation of a SAP solution. It covers, among other things, the necessary project management, requirements gathering, design, configuration of business processes, technical implementation, test procedures, training and organization change management. In this roadmap deliverables represent the main objects within a project. Each deliverable then provides outline of the Outputs (components creating the deliverable) and relevant Methods that represent the activities and tasks the project team conducts.</td>
</tr>
<tr>
<td>Global Template</td>
<td>The Global Template Roadmap describes how to organize and how to run a project in which a corporate template is developed. The Global Template Roadmap is geared to more complex implementation or harmonization projects, typically involving more than one kind of SAP solution, and a variety of sites, possibly in different countries. The corporate template is rolled out to other sites in a follow-up project.</td>
</tr>
<tr>
<td>Roadmap Type</td>
<td>Description</td>
</tr>
<tr>
<td>----------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Upgrade</td>
<td>This roadmap is designed to help you carry out the customizing activities required for an upgrade. These customizing activities are essential if you want to continue to use the same functions in your business application components after an upgrade.</td>
</tr>
<tr>
<td>Solution Management</td>
<td>The Solution Management Roadmap provides a methodology for the implementation of the technical infrastructure and its operation. The Solution Management Roadmap complements the Implementation Roadmap.</td>
</tr>
</tbody>
</table>
Roadmaps Add Value to the Implementation

When used properly, a roadmap will provide guidance on the following:

- **What to do, and when to do it**
- **Why you should do it and how to do it**
- **Who does it**
- **Accelerators**

### Business Process Workshops

**Purpose**

The purpose of this activity is to conduct the business process workshops which are a crucial part, as all the results gathered create the Business Blueprint. The definition of the Business Blueprint allows you to document the company's business processes that you want to use in your SAP System.

**Prerequisites**

The triggers for this activity are:

- A project and an agreed-upon scope of work have been defined in the project administration transaction of the SAP System.
- An organization structure has been defined.
- All requirements have been determined.
Enforcing standards

Methodology alone will not make your project successful. You need to enforce it – appoint methodology champion for the project.
ASAP Roadmap Structure

Project Management in ASAP

ASAP Content Overview

How to access Roadmap
Each ASAP Roadmap phase is made up of several work packages with topics. The work packages are designed to realize the main objectives of each Roadmap phase. Work packages are made up of activities and tasks.

Each work package comprises several activities. Activities contain the tasks that project team members need to carry out, in order to fulfill the project goals. At this level, you can find more accelerators containing information relevant for your implementation project.

Each activity is made up of several tasks. The task describes the steps Project team members are required to perform the tasks.
### Structure

<table>
<thead>
<tr>
<th>Phase (Level 1)</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Each Roadmap is divided into several large <strong>phases</strong>, each of which represents a major milestone in the project plan.</td>
<td></td>
</tr>
</tbody>
</table>

| Deliverable (Level 2) | Each *phase* is made up of several **deliverables** with topics. The *deliverables* represent the main objects within a project. A *deliverables* are further comprised of *outputs*. |

| Output (Level 3) | Each *deliverables* comprises several **outputs**. *Outputs* are document or tangible items that are results of a process. The *output* supports the completion of a desired *deliverable* as a standalone component. |

*The Deliverable-based Roadmap will also have a ‘references’ tab to provide a link to the activities & tasks (method) associated with creating the deliverable.*
Improved Implementation Roadmap

Activity based Impl. Roadmap

Deliverable Based Impl. Roadmap

Implementation Roadmap

2 Business Blueprint

2.1 DG: General Project Management (Blueprint Phase)

2.2 DG: Organizational Change Management (Blueprint Phase)

2.2.1 OCM: Organizational Alignment Action and Exec. Sponsorship Plans

2.2.1.1 O: Customized Organizational Risk Assessment Tool

2.2.1.2 O: Organizational Risk Assessment Results, Profile and Action Plan

2.2.1.3 O: Sponsorship and Leadership Strategy

2.2.1.4 O: Organizational and Business Process Change Impact

2.2.1.5 M: OCM Risk Assessment

2.2.1.5.1 Create and Update Stakeholder Analysis

2.2.1.5.2 Define Risk Assessment Processes

2.2.1.5.3 Create Risk Assessment Questionnaire

2.2.1.5.4 Analyze Results and Create Risk Profiles

2.2.1.5.5 Conduct OCM Risk Mitigation and Action Planning Workshops

2.2.1.5.6 Update OCM Plan and Align Activities with Project Plan

2.2.1.5.7 Summarize Results and Provide Feedback
Phase

Deliverable Group 1

Deliverable

O: Output α.1
O: Output α.2
M: Activity 1.1
  Task 1.1.1
  Task 1.1.2
M: Activity 1.2
  Task 1.2.1

Deliverable consists of several outputs

Methods (activities and tasks) that create or contribute to creation of the deliverable

Deliverable Group 2

Milestone A
Easy navigation in the roadmap

Attributes used to classify roadmap nodes and accelerators to enable easy navigation and user specific views.

Following attributes are used
- **Flavors** – represents SAP Solutions (mySAP ERP, mySAP CRM, …)
- **Subject Areas** – knowledge domains in the implementation project (Project Management, Org. Change Management, Technical Implementation, …)
- **Project Roles** – filter activities, tasks or outputs

Showing only relevant areas of the roadmap (by user preference)
- **Activity based view**
  - 1 Project Preparation
  - 2 Business Blueprint
    - 2.1 DG: General Project Management (Blueprint Phase)
    - 2.2 DG: Organizational Change Management (Blueprint Phase)
    - 2.2.1 OCM - Organizational Alignment Action and Exec Sponsorship Plans
      - 2.2.1.1 W. OCM Risk Assessment
        - 2.2.1.1.1 Create and Update Stakeholder Analysis
        - 2.2.1.1.2 Define Risk Assessment Processes
        - 2.2.1.1.3 Create Risk Assessment Questionnaire
        - 2.2.1.1.4 Analyze Results and Create Risk Profiles
        - 2.2.1.1.5 Conduct OCM Risk Mitigation and Action Planning Workshops
        - 2.2.1.1.6 Update OCM Plan and Align Activities with Project Plan
        - 2.2.1.1.7 Summarize Results and Provide Feedback
      - 2.2.1.2 O. Customized Organizational Risk Assessment Tool
      - 2.2.1.3 O: Sponsorship and Leadership Strategy
      - 2.2.1.4 O: Organizational and Business Process Change Impacts

- **Deliverable based view**
Phase

Deliverable Group 1

Deliverable

O: Output α.1
O: Output α.2
M: Activity 1.1
  Task 1.1.1
  Task 1.1.2
M: Activity 1.2
  Task 1.2.1

Deliverable Group 2

Milestone A
Deliverable: Methods and Outputs relationship
ERROR:
stackunderflow
OFFENDING COMMAND: ~
ERROR: stackunderflow